



TARGETED TECHNICAL ASSISTANCE

LONG-TERM COMMUNITY RECOVERY REPORT

CEDAR RAPIDS, IOWA
DECEMBER 2008



Czech National Cemetery (Cesky Narodni Hrbítov)

ESF #14 Long-Term Community Recovery (LTCR) is a community-focused Federal, State and local initiative. It helps disaster-impacted communities identify opportunities for a more effective recovery, facilitate partnerships that leverage a community's recovery and maximize the use of recovery resources. One (1) of fifteen (15) Emergency Support Functions (ESFs) authorized in the *National Response Framework* that guides the Federal response to disasters with significant impacts, ESF #14 LTCR is a Federal Emergency Management Agency (FEMA) program.

LONG-TERM COMMUNITY RECOVERY REPORT

CEDAR RAPIDS, IOWA
DECEMBER 2008

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Aerial view looking northwest of Mays Island
Courtesy of City of Cedar Rapids

Through a unique partnership between Rebuild Iowa Office (RIO), City of Cedar Rapids and Federal Emergency Management Agency (FEMA) Emergency Support Function (ESF) #14 Long-Term Community Recovery (LTCR), ESF #14 LTCR provided targeted recovery support to the City of Cedar Rapids after the flood events of 2008. This *Long-Term Community Recovery: Targeted Technical Assistance Report (Report)* for Cedar Rapids provides a description of the coordinated effort.

The City of Cedar Rapids identified several issues as important to its long-term recovery: continued and even increased availability of workforce housing; rebuilding using sustainable, renewable and green development technologies; initiatives that build its economy and support area businesses; initiatives to address infrastructure needs that elevated in importance as a result of the flood. An ESF #14 LTCR Technical Advisor and Team over a two- (2) month period provided professional recovery and subject-matter expertise and, in partnership with the City, developed a series of strategic and targeted recommendations to help the City consider potential actions to address recovery areas organized by the following sectors:

- Housing
- Sustainable (Green) Development
- Infrastructure
- Economy + Business

Technical Assistance Support included attending and coordinating meetings and workshops, developing targeted and project-specific strategies and identifying potential champions for LTCR projects and programs.

Intended to assist long-term recovery decision-making, this *Report* details the role of ESF #14 LTCR in the recovery process of Cedar Rapids and summarizes sector-specific recovery activities and recommendations for going forward. It describes how ESF #14 LTCR Technical Assistance adds value to the City's long-term recovery; identifies deliverables or events undertaken; articulates needed future actions; and where appropriate and known, calls out available resources and contacts. Tasks are organized into sections based on subject areas. Relevant documents are included in the *Appendix*.

Additionally, Technical Assistance support helped the City identify additional ongoing issues where continued tracking by both the City and RIO seems justified. Those issues are also discussed in the *Report*.



CRANDIC Railroad Bridge prior to collapse June 12, 2008



View of Cedar Rapids at night over the Cedar River
Courtesy of City of Cedar Rapids

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Historic photograph of the Capitol Theater, now the Paramount Theatre, in downtown Cedar Rapids
Courtesy of City of Cedar Rapids

OVERVIEW

During June of 2008, the City of Cedar Rapids experienced the worst flooding recorded in its history.

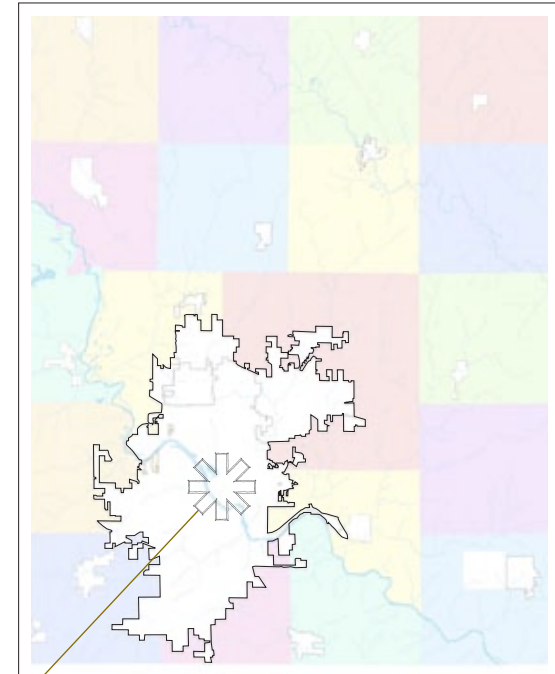
On June 13, 2008, the Cedar River in downtown Cedar Rapids crested just over thirty-one (31) feet, twice the sixteen- (16) foot level that defines a major flood stage, prompting a *Federal Disaster Declaration* for Linn County. Days later, as flood waters receded, it was estimated that more than 4,000 homes, many located in historic districts, were damaged and/or requiring demolition. In addition, an estimated six hundred (600) businesses were severely damaged, impacting up to 9,000 jobs.

City of Cedar Rapids was impacted on a number of levels by the floods. In addition to the destruction of residences and commercial properties, flooding resulted in the loss of important City and Linn County offices. Flood-impacted City offices were forced to locate outside of the damaged area and have been operating at satellite locations while City and Linn County offices on Mays Island are rehabilitated. Many other public

buildings were damaged: downtown public library, transit center, schools, museums, a historic theatre, multiple parks and the wastewater treatment plant. It is estimated three hundred (300) important facilities were damaged and forced to relocate or operate at limited capacity in the months following the floods. In addition, many nonprofit organizations that provide critical social services located in the downtown corridor were forced to relocate to temporary facilities across the City.

LINN COUNTY

Linn County is located in east-central Iowa. The county is seven hundred twenty-six (726) square miles in size and with nearly 200,000 residents, second most populous county in the State of Iowa. Population and job increases are forecasted in coming decades. Linn County is accessible within a few hours drive from the metropolitan areas of Minneapolis, Chicago, St. Louis and Kansas City. Cedar River, one of Iowa's important waterways, traverses across the county from northwest to southeast and runs through downtown Cedar Rapids. The river provides opportunities for recreation and enjoyment of the natural resources of the area, and has been the backbone for the growth and development of Linn County.

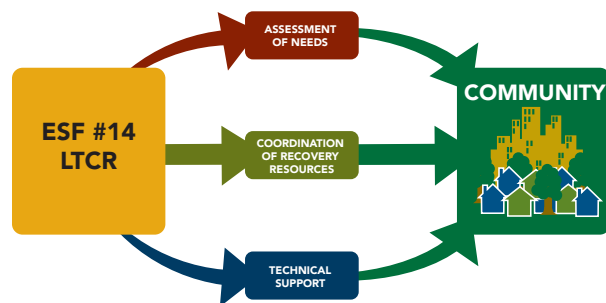


Linn County, Iowa

CEDAR RAPIDS



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COMMUNITY-BASED SUPPORT

ESF #14 Long-Term Community Recovery (LTCR) support is offered in partnership with State and local governments. It uses a community assessment process implemented by experienced recovery professionals and aided by subject-matter experts to determine whether a community would benefit from LTCR support. Assessments consider pre-disaster conditions, disaster impacts and post-disaster capacity (remaining staff, functioning workspace, in place building codes, etc.) to manage recovery. Assessment results help guide how ESF #14 LTCR assistance might benefit a community and the level of support needed.

ESF #14 LTCR in partnership with Rebuild Iowa Office (RIO) determined that ten (10) Iowa communities would benefit from additional recovery resources available through the ESF #14 LTCR process. ESF #14 LTCR offers several levels of support. Final determinants of support offered are made in partnership with the State and local community based on community need, willingness to participate in LTCR activities and capacity to respond to the impacts of the disaster.

In Cedar Rapids, the level of ESF #14 LTCR assistance recommended included a Technical Advisor to provide intensive, targeted and short-term, on-site recovery support. The Technical Advisor worked within an ESF #14 LTCR Team to make strategic recommendations to aid in community long-term recovery decision making. This involved identification and coordination of existing resources from within the community and from other recovery professionals involved in the Iowa ESF #14 LTCR operations; the development of strategies to use sustainable and green rebuilding technologies to scale of the City's needs; and research and identifying implementation support for LTCR infrastructure opportunities that would enhance the LTCR process.

City officials also identified housing issues as another area that could benefit from ESF #14 LTCR Technical Assistance support. Scope of ESF #14 LTCR involvement included seeking appropriate participants and convening and facilitating a *Housing Programs Coordination Workshop*. The *Workshop* addressed housing issues as a result of the flood; provided greater visibility of available State and Federal resources; identified requirements to accessing those resources; and opportunities for maximizing and leveraging local, State and Federal resources.

More specifically and after consultation with local leadership, tasks and objectives related to the City's interest in sustainability initiatives were identified as an appropriate focus of ESF #14 LTCR support. Programs and projects based on improving City services and policies related to *Smart Growth* and energy efficiency were important City planning initiatives before the flood and elevated as priorities in the aftermath of the disaster. Projects that support economic development and address gaps in financial and technical assistance for small businesses as well as promote a growing downtown business corridor are also among those addressed.

City of Cedar Rapids and RIO recognized the assistance ESF #14 LTCR could provide would benefit not only Cedar Rapids in its recovery process, but could help create a foundation for a more comprehensive planning process for sustainability initiatives going forward. As the City of Cedar Rapids proceeds with its rebuilding efforts, it is anticipated that tasks and next steps outlined in this document will assist community decision-making, adding value to Cedar Rapids recovery.



Mays Island during Flood of 2008

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Participants in Housing Programs Coordination Workshop

ESF #14 LTCR TECHNICAL ASSISTANCE

ESF #14 Long-Term Community Recovery (LTCR) Technical Assistance worked with the City of Cedar Rapids to understand post-disaster initiatives and conditions to identify and develop targeted initiatives to address specific sector areas for recovery. From interviews and meetings with City leaders over a sixty- (60) day period, ESF #14 LTCR Technical Advisor focused technical assistance on four (4) sectors of recovery activities: Housing, Sustainable (Green) Development, Infrastructure and Economy + Business. Since housing was impacted, particularly low- to moderate-income residences, the Technical Advisor focused support on restoring and improving housing opportunities for the City and its residences. From the City's interest in sustainability initiatives and *Smart Growth* land use planning, the Technical Advisor developed contacts and conducted meetings to support these initiatives. The extensive flooding that resulted in damage to infrastructure services elevated support and the coordination required to plan holistically for repair and future use. Lastly, the impact on the business sector, especially the small businesses in Cedar Rapids, led to targeted support for the local economy and ensuring the restoration of services and enterprises.



HOUSING PROGRAMS COORDINATION WORKSHOP

Background

Thousands of residences in Cedar Rapids were damaged during the Flood of 2008. In response, the City embarked on an aggressive housing program to maximize the use of Federal, State and local recovery resources to address existing housing needs made more critical as a result of the disaster. A comprehensive housing program was established to implement *Jumpstart Iowa Housing Assistance Program* and *Community Development Block Grant (CDBG)* assistance. City Council is continuing to consider and make decisions on property acquisition programs, and a *Replacement Housing Task Force* has been appointed to review proposals for new housing developments. Because a significant number of flood victims lived in low-income housing, the focus of City housing efforts is to address lower-income resident housing needs and to ensure ongoing availability of affordable and workforce housing in Cedar Rapids.

ESF #14 LTCR Support

To assist the City in coordinating and maximizing Federal and State housing resources, ESF #14 LTCR Technical Advisor convened and facilitated a *Housing Programs Coordination Workshop*. ESF #14 LTCR Technical Advisor, in partnership with City staff and State and Federal partners identified appropriate representatives to attend the *Workshop*. The October 20, 2008 *Workshop* brought together representatives from State and Federal housing agencies and City officials and staff. It also included representatives from Federally elected legislators, local housing advocates and private developers. Participants included those representing the City of Cedar Rapids, U.S. Department of Housing and Urban Development (HUD) staff, Rebuild Iowa Office (RIO), State housing finance agencies, local nonprofit organizations, private developers and stakeholders of neighborhood revitalization initiatives in Cedar Rapids.

Added Value

This *Workshop* provided a forum for recovery housing partners. Those attending the *Workshop* spent a half-day discussing policies and regulations related to Federal and State housing programs. Issues identified were discussed at length, information shared, agreements were reached on program details and next steps articulated. Barriers to accessing programs in some cases were noted and solutions developed on the spot. In other cases recommendations were made and partners identified for further work. Overall, the *Workshop* created greater connectivity between available recovery resources and community needs.

Forward Actions

- Follow-up with Federal and State agency representatives, as appropriate when soliciting funding and implementing housing programs.
- Track issues identified at the *Workshop* that require follow-up.

Contact(s) For Forward Action

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Neighborhood in Cedar Rapids



SMART GROWTH AUDIT

Background

An important recovery and rebuilding goal of the City of Cedar Rapids is developing policies to support sustainable building practices. Currently, the City uses *Smart Growth* principles as a benchmark for informing reinvestment and redevelopment decisions in targeted neighborhoods. Although used only for gathering information, a *Smart Growth Scorecard* is applied when evaluating proposed developments. Community Development Department staff expressed an interest in aligning City development policies even more closely with *Smart Growth* principles.

ESF #14 LTRC Support

ESF #14 LTRC Technical Advisor identified the U.S. Environmental Protection Agency (EPA) as a key point of contact to assist in advancing this initiative. EPA administers a *Smart Growth Initiative* through the Office of Policy, Economics and Innovation. A conference call with City staff, EPA's *Smart Growth Office* and ESF #14 LTRC Technical Advisor helped identify processes the Cedar Rapids Community Development Department could use to enhance and better implement *Smart Growth* practices in Cedar Rapids planning policy development and implementation procedures. During the conference call, EPA staff referred to a *Smart Growth Audit* undertaken for the Des Moines area. City of Cedar Rapids staff expressed interest in an audit to evaluate existing policies, although funding was unavailable.

Because the ESF #14 LTRC Technical Advisor was also a subject-matter expert in this area, he was able to create a draft *Smart Growth Audit* for Cedar Rapids.

Added Value

An audit of existing practices facilitates enhancing, expanding and strengthening Cedar Rapids growth and development guided by *Smart Growth* principles.

Forward Actions

- Using specific references to codes articulated in the *Smart Growth Audit* for Cedar Rapids, evaluate the work completed to consider the relevance of the indicators from the Des Moines study to Cedar Rapids.
- Consider revisions to City policies and codes to conform to *Smart Growth* principles as a result of the *Audit*.

Contact(s) For Forward Action

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CO-GENERATION FACILITY FEASIBILITY STUDY

Background

City of Cedar Rapids operates a regional wastewater treatment facility that provides tertiary treatment. Biomass produced is typically disposed of through incineration. The flood damaged the existing incinerator, which was nearing the end of its useful life, making it inoperable. FEMA is reimbursing Cedar Rapids for land disposal of the biomass at a cost of approximately \$5 million a year. The City is faced with the decision to repair or replace with a new, more modern incinerator, or develop another alternative to meet its biomass disposal needs. The City is interested in a co-generation facility to incinerate the biomass as well as burnable solid waste from the landfill. City Council has indicated that it wants to study the co-generation option. A high level preliminary study indicated the project is potentially feasible.

ESF #14 LTRC Support

A more detailed *Co-Generation Facility Feasibility Study* is needed for the project to advance. After meeting with City officials, ESF #14 LTRC Technical Advisor contacted EPA and U.S. Department of Energy (DOE) to explore interest and the availability of funding for the study. Subsequently, it was determined the project be proposed to the Iowa Inter-Agency Coordination Team (IACT) to see if interest in the project existed and resources not now visible to the City might be available through routine recovery programs either individually or through a combination of funding sources. The project was discussed at Iowa IACT and a number of agencies agreed to meet to discuss the project further in anticipation of meeting with the City.

A fact sheet provided to Iowa IACT is included in the *Appendix*. High-level feasibility analysis from City is now available.

Added Value

The cost of the *Co-Generation Facility Feasibility Study* is estimated to be approximately \$1 million. Current FEMA reimbursement is in excess of \$5 million per year.

Forward Actions

- RIO Long-Term Recovery Liaison met with the City of Cedar Rapids Public Works Director and continues to follow-up at the local and State level to explore funding possibilities.
- Convene appropriate Iowa IACT agency representatives and facilitate a meeting between agency and City representatives.
- Evaluate funding opportunities to perform the study, including self-funding and CDBG funds.
- Coordinate with agencies to secure available resources to carry out the study and, potentially, construct the project.

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COMMUNITY-IDENTIFIED PROJECT

Name of Project: Proposed Energy Projects Fact Sheet - October 1, 2008
Community: Cedar Rapids
Community Contacts:
RIO/LTRC Contacts: Greg Fenton and Ann Poe/Andy Schifflin
Project Summary: Comprehensive Energy Plan
Proposal/Request:

Background:

- Over 100 public facilities damaged by flood.
- Consultants hired to provide three (3) options with costs for major facilities: restore/rebuild in place; upgrade for greater sustainability; relocate and possibly co-locate with related facilities.
- Consultants hired to produce framework plan for entire area impacted by the flood with options for flood protection and preliminary proposals for rebuilding better, to include public and private facilities.
- City Council has strong commitment to sustainability and also concerned about reducing long-term operational costs of recovery effort.
- Magnitude of loss allows for pursuit of economy of scale/system-wide energy cost savings.
- Work on rebuilding major public facilities is unlikely to occur until after this winter.
- Rising energy costs from traditional sources (coal, petroleum) improves economic viability of alternative energy sources.
- Coordinating the planning for facilities with each other and the planning for infrastructure offer significant opportunities for greater energy efficiency overall as well as cost savings for City and public.

Proposal:

- Prepare a comprehensive energy plan for the City to inform the recovery decisions for public facilities and infrastructure.
- Plan would include:
 - o identification and quantification of existing energy sources;
 - o goals and objectives of the plan;
 - o public and City Council participation opportunities and process;
 - o aspects of public facilities affected, such as green building opportunities;
 - o consideration of a variety of energy infrastructure, such as the steam power system;
 - o consideration of alternative energy sources including geothermal, co-generation, wind, hydroelectric, biogas;
 - o implementation strategies, including timelines and departmental implementation responsibilities; and cost estimates.
- Estimated cost of preparing the plan: TBD.

IACT Response:

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Community-Identified Project Template



COMPREHENSIVE ENERGY PLAN

Background

City of Cedar Rapids is interested in considering the energy needs of City-owned flood-damaged facilities. It contracted with Camp Dresser McKee (CDM) engineering firm to prepare three (3) project options that consider repair of flood damage; facility upgrades including sustainable improvements; and/or co-location and relocation possibilities. The City would benefit from a *Comprehensive Energy Plan* that analyzes the relationship between facilities and infrastructure and alternative energy strategies. The result could be a comprehensive energy program for City facilities.

ESF #14 LTRC Support

ESF #14 LTRC Technical Advisor and Team continue to provide visibility for the project, assisting in the identification of potential funding partners. The project was presented to Iowa IACT that has identified U.S. Department of Energy's (DOE) National Renewable Energy Laboratory (NREL) as a possible funding partner.

Added Value

Increased visibility and connectivity with prospective project funders increased the likelihood of Cedar Rapids officials securing funding.

Forward Actions

- Coordinate through Iowa IACT agency representatives to review project information with DOE.
- Evaluate other funding opportunities to perform the study, including self-funding or use of CDBG funding.

Contact(s) For Forward Action

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GREEN BUILDING WORKSHOP

Background

Community Development Department staff indicated a strong interest in implementing a *Green Building Program* at the City. Stakeholders identified a need for community education and industry outreach.

ESF #14 LTRC Support

ESF #14 LTRC Technical Advisor provided detailed information on a *Green Building Program* used by the City of Santa Cruz, California, including the ordinance establishing the program, checklists used and staff reports to the Planning Commission and City Council. ESF #14 LTRC Technical Advisor also helped establish connectivity between City staff and EPA, resulting in an EPA offer to provide technical resources to assist with a *Green Building Workshop*.

Added Value

A *Green Building Workshop* would enhance City sustainability strategies in replacing and rebuilding housing stock destroyed in the flood.

Forward Actions

- Finalize date for a *Green Building Workshop*.
- Coordinate with EPA Regional Office on assistance in developing and organizing the *Workshop*.
- Evaluate the need to contract with a consultant to organize and facilitate the *Workshop*.

Contact(s) For Forward Action

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STEAM POWER RATE SUBSIDY

Background

Prior to the flood, one hundred fifty (150) downtown customers received heat from steam produced by a coal-fired power plant severely damaged by the flood. New gas-powered boilers have been installed to provide heat for the coming winter. However, using gas is expected to increase heating rates by four (4) times what was paid last year. Alternatively, customers can purchase individual boilers, resulting in a rate increase approximately double that previously paid. While a solution that reduces immediate increases, this option undermines a long-term solution to lowering rates and using sustainable technologies to address future energy needs.

ESF #14 LTRC Support

A request has been made to the City of Cedar Rapids to provide a subsidy to downtown steam power customers for the coming winter at a cost of between \$1.5 and \$2 million. The ESF #14 LTRC Technical Advisor was tasked to identify possible funding sources for the subsidy.

Research regarding the potential use of CDBG funds to subsidize utility rates was conducted and found that a subsidy with CDBG funds is allowed by HUD as a waiver if tied to the disaster-related allocation.

Added Value

Use of CDBG funds to subsidize heating bills helps ensure downtown business and residential sustainability over the coming winter.

Forward Actions

- Determine the priority of the *Steam Power Rate Subsidy* project.
- Coordinate with Iowa Department of Economic Development (DED) office to seek a waiver allowing the use of CDBG funds for this project.

Contact(s) For Forward Action

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DOWNTOWN TRANSPORTATION CIRCULATOR

Background

The City Manager for Cedar Rapids identified a *Downtown Transportation Circulator Project* as a potential component of the City's *Disaster Recovery Plan*. The *Transportation Circulator* would tie downtown businesses with nearby hospitals and residential neighborhoods. Two (2) sources of funding are needed: First to support a transportation study; second for implementation of identified projects. Previous attempts to secure funding have not yet been successful.

ESF #14 LTRC Support

Contact was made by ESF #14 LTRC Technical Advisor with the Federal Transit Agency (FTA) Assistant Administrator. While no separate funding for the project was identified, the agency is in regular communication with the City's Transportation Director. It appears traditional funding sources may be available for a feasibility study using FTA planning funds through the Metropolitan Planning Organization (MPO).

Added Value

Identifying non-City funding sources for a *Downtown Transportation Circulator Feasibility Study* and to assist with implementation provides opportunities to use available local funds for other recovery needs.

Forward Actions

- Consider or determine opportunity to pursue and apply for funding through MPO.
- Consider including this project in the proposed *Transportation Projects Workshop* (see next entry).

Contact(s) For Forward Action

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TRANSPORTATION WORKSHOP

Background

Three (3) high priority City transportation projects have been identified by City of Cedar Rapids officials: *Downtown Transportation Circulator Project*, a proposed extension of State Highway 100 and the relocation of the downtown transit center. Each of the three (3) projects has considerable uncertainty regarding status and identifiable prospective funding sources.

ESF #14 LTRC Support

A proposal for a *Transportation Workshop* where representatives from State and Federal transportation agencies would meet with City staff to discuss possible funding resources and implementation procedures for three (3) high priority projects has been brought forward by ESF #14 LTRC Technical Assistance Team. A recommended list of participants has been developed and City staff support has been identified.

Added Value

Collaborative conversations on need and resource availability are likely to help identify a path forward for each project.

Forward Actions

- In partnership with RIO, establish primary and support staff to organize and coordinate *Workshop*.
- Draft outline of *Workshop* tasks.
- Confirm participants and determine date, time and location.
- Determine agenda topics and identify program presenters.
- Prepare and distribute invitations.

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SMALL BUSINESS LOAN FUND

Background

Cedar Rapids Area Chamber of Commerce, in cooperation with the Greater Cedar Rapids Community Foundation and with a \$3 million contribution from the City, established a *Job and Small Business Loan Fund* for businesses impacted by the disaster. The *Fund* provides up to \$25,000 per business to assist in immediate cash flow and other needs as a result of flood impacts. City participation was initially envisioned as a match to contributions raised by the program. Over \$2 million has been privately donated, much by the Chamber itself. However, donations are slowing and new contributors difficult to identify.

ESF #14 LTRC Support

ESF #14 LTRC Technical Assistance staff in partnership with Greater Cedar Rapids Community Foundation researched prospective funding sources, with an emphasis on private foundations. A report on private funding resources was provided to the City.

To date, few foundations were identified that provided grants for this type of program. Efforts to secure funding are ongoing.

Added Value

Additional possible private funding resources to assist the small business loan program are important to ongoing small business sustainability.

Forward Actions

- Continue seeking support from private foundations to support the loan program.
- Develop and utilize *Job and Small Business Loan Fund* to leverage *Jumpstart* and *CDBG* small business assistance programs.

Contact(s) For Forward Action

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Downtown Cedar Rapids

BUSINESS AND RETAIL ACCELERATOR INITIATIVE

Background

Cedar Rapids Area Chamber of Commerce and Entrepreneurial Development Center (EDC) submitted a \$400,000 proposal to the City of Cedar Rapids to provide a *Business and Retail Accelerator Initiative* for businesses damaged by the flood. Before appropriating funding, City Council members requested additional information including the experience of similar programs in other communities.

ESF #14 LTRC Support

ESF #14 LTRC Technical Assistance provided research support in an effort to identify available independent analyses of accelerator programs and to help the City identify potential funding resources. A meeting was held with the Kirkwood Small Business Development Center (SBDC) to determine the relationship of a *Business and Retail Accelerator Initiative* and SBDC programming.

Added Value

An independent evaluation of the *Business and Retail Accelerator Initiative* helps the City make informed investment decisions and helps identify prospective funding sources.



View of Veterans Memorial Building and Alliant Energy Tower in downtown Cedar Rapids

Forward Actions

- Coordinate meetings with the EDC, SBDC and small business groups to further evaluate program issues and confirm need.
- Continue coordination with City staff to develop a funding and operational proposal that is satisfactory to City Council.

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Community Stakeholders and City Officials discuss long-term recovery in a Housing Workshop convened and facilitated by ESF #14 LTCR Technical Advisor

NEXT STEPS

This section articulates and summarizes Long-Term Community Recovery (LTCR) issues important to community and State recovery processes overseen by the Rebuild Iowa Office (RIO). Each item corresponds to sectors identified in the *Technical Assistance* section of this *Report* and may be appropriate to monitor, determine future activities or develop further.

Housing

- Determine the amount of replacement-housing units that are actually required and how neighborhood planning efforts will be managed and integrated within the broader community recovery process.
- Pursue issues and opportunities for future collaboration between agencies and organizations identified at the *Housing Programs Coordination Workshop*.
- Identify the various housing programs that serve low- to moderate-income populations and have the Recovery and Reinvestment Coordinating Team (RRCT) champion an affordable housing advocacy effort.

Sustainable (Green) Development

- Identify and secure funding from outside resources to assist or fund the *Co-Generation Facility Feasibility Study*.
- Establish *Comprehensive Energy Plan* as a priority project, which includes searching for and seeking outside funding.
- Develop policies and processes for the City to institutionalize sustainability in the community recovery process.
- Pursue implementation of the *Smart Growth Audit*; recommendation to increase the level of commitment to sustainability measured by the implementation of additional *Smart Growth* policies.
- Conduct a *Green Building Workshop* to assist the City in its efforts toward implementing a sustainable and green building program.

Infrastructure

- Determine funding resources (*Community Development Block Grants [CDBG]* or other funds) available for the *Steam Power Rate Subsidy*.
- Identify opportunities to fund a feasibility study for the *Downtown Transportation Circulator*; consider an application to the Metropolitan Planning Organization (MPO).
- Identify City staff to coordinate and facilitate *Transportation Workshop*.

Economy + Business

- Determine forward actions regarding the proposed *Business and Retail Accelerator Initiative* and recommendations for Entrepreneurial Development Center (EDC) and Small Business Development Center (SBDC) to cooperate on joint projects and encourages the use of existing SBDC counseling program for small businesses.
- Coordinate the various economic development programs and groups to identify opportunities such as the potential redevelopment project on the horizon by the Economic Planning and Redevelopment Corporation (EPRC). Coordinate funding from the U.S. Department of Commerce Economic Development Administration (EDA) grant to pursue two (2) potential downtown projects, a (satellite) University campus and a conference center/hotel.



City of Cedar Rapids

Recovery and Reinvestment Coordinating Team (RRCT)

Iowa Inter-Agency Coordination Team (IACT)

U.S. Environmental Protection Agency (EPA)

U.S. Department of Housing and Urban Development (HUD)

Rebuild Iowa Office (RIO)

State of Iowa

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APPENDIX
*Iowa Inter-Agency Coordination
Team (IACT) Fact Sheets*
Resources and Contacts



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COMMUNITY-IDENTIFIED PROJECT

Name of Project: Proposed Energy Projects Fact Sheet – October 1, 2008

Community: Cedar Rapids

Community Contact:

RIO/LTCR Contact: Greg Fenton and Ann Poe/Andy Schiffrin

Project Summary: Co-Generation Facility Feasibility Study

Proposal/Request:

Background

- Wastewater treatment plant severely damaged by flood.
- Incinerator that burned biomass from treatment process sustained more than \$20 million damage.
- FEMA is currently paying for land disposal of biomass at cost of approximately \$5 million per year.
- Existing incinerator reaching the end of its useful life. With repairs, expected useful incinerator life is five (5) to eight (8) years.
- Replacement will cost about \$70 million.
- City Council committed to increase City sustainability.
- Removal of an existing landfill in the downtown area could enhance flood mitigation efforts.
- Study was done of converting burnable landfill waste to energy but found not cost effective.
- City conducted high-level study of combined co-generation facility utilizing biomass from wastewater treatment plant and burnable solid waste from landfill and concluded that potentially feasible.
- Co-incineration facility may be used to provide steam and/or electricity for rebuilt City facilities with the possibility of enhancing the downtown steam system.

Proposal

- Conduct a detailed feasibility analysis of a combined co-incineration facility utilizing some combination of fuel from biosolids, processed solid waste or waste “mined” from existing landfill.
- Issues for the analysis include: Technologies for operation; location; facilities required; costs to construct and operate; possible funding sources; regulatory requirements; timeline and alternatives for interim period prior to construction.
- Estimated cost of feasibility study: \$500,000 to \$1 million.
- Given likely cost, construction of facility would require support from outside agencies as well as from the City.

IACT Response:

COMMUNITY-IDENTIFIED PROJECT

Name of Project: Proposed Energy Projects Fact Sheet – October 1, 2008
Community: Cedar Rapids
Community Contact:
RIO/LTCR Contact: Greg Fenton and Ann Poe/Andy Schiffrin
Project Summary: Comprehensive Energy Plan
Proposal/Request:

Background

- Over 300 public facilities damaged by flood.
- Consultants hired to provide three (3) options with costs for major facilities: restore/rebuild in place; upgrade for greater sustainability; relocate and possibly co-locate with related facilities.
- Consultants hired to produce framework plan for entire area impacted by the flood with options for flood protection and preliminary proposals for rebuilding better, to include public and private facilities.
- City Council has strong commitment to sustainability and also concerned about reducing long-term operational costs of recovery effort.
- Magnitude of loss allows for pursuit of economy of scale/system-wide energy cost savings.
- Work on rebuilding major public facilities is unlikely to occur until after this winter.
- Rising energy costs from traditional sources (coal, petroleum) improves economic viability of alternative energy sources.
- Coordinating the planning for facilities with each other and the planning for infrastructure offer significant opportunities for greater energy efficiency overall as well as cost savings for City and public.

Proposal

- Prepare a comprehensive energy plan for the City to inform the recovery decisions for public facilities and infrastructure.
- Plan would include:
 - identification and quantification of existing energy sources;
 - goals and objectives of the plan;
 - public and City Council participation opportunities and process;
 - aspects of public facilities effected, such as green building opportunities;
 - consideration of a variety of energy infrastructure, such as the steam power system;
 - consideration of alternative energy sources including geothermal, co-generation, wind, hydroelectric, biogas;
 - implementation strategies, including timelines and departmental implementation responsibilities; and cost estimates.
- Estimated cost of preparing the plan: TBD.

IACT Response:



Pat Ball

Utilities Director
Department of Utilities
City of Cedar Rapids

Areas of Interest

- Co-Generation Facility Feasibility Study
- Comprehensive Energy Plan

Al Beach

Director
Kirkwood Small Business Development
Center
Marion, Iowa

Areas of Interest

- Small Business Loan Fund
- Business and Retail Accelerator Initiative

Brad DeBrower

Transit Manager
Transit Department
City of Cedar Rapids

Area of Interest

- Downtown Transportation Circulator

David Doyle

Land Revitalization Coordinator
U.S. Environmental Protection Agency

Areas of Interest

- Smart Growth Audit
- Green Building Workshop

Brad Larson

Development Planner
Department of Community Development
City of Cedar Rapids

Areas of Interest

- Smart Growth Audit
- Green Building Workshop

Adam Lindenlaub

Long-Range Planning Coordinator
Department of Community Development
City of Cedar Rapids

Areas of Interest

- Downtown Transportation Circulator
- Transportation Projects Workshop

Hank Manning

Team Leader
Iowa Department of Economic Development

Area of Interest

- Steam Power Rate Subsidy

Sara Mentzer

Vice President, Public Affairs
Cedar Rapids Area Chamber of Commerce

Area of Interest

- Business and Retail Accelerator Initiative

Curt Nelson

President and CEO
Entrepreneurial Development Center, Inc.

Area of Interest

- Business and Retail Accelerator Initiative

Doug Neumann

President
Cedar Rapids Downtown District

Areas of Interest

- Business and Retail Accelerator Initiative
- Steam Power Rate Subsidy

Jennifer Pratt

Development Coordinator
Department of Community Development
City of Cedar Rapids

Area of Interest

- Smart Growth Audit

Mike Sable

Assistant to the City Manager
City Manager's Office
City of Cedar Rapids

Areas of Interest

- Housing Coordination Workshop
- Transportation Project Workshop

Bud Synhorst

Vice President of Resource Development
Greater Cedar Rapids Community
Foundation

Area of Interest

- Small Business Loan Fund

Cindy Terwilliger

Deputy Regional Administrator
Federal Transit Administration,
U.S. Department of Transportation

Area of Interest

- Downtown Transportation Circulator

REBUILD IOWA OFFICE (RIO) CONTACTS

Susan Dixon

Long-Term Community Recovery Director
Rebuild Iowa Office

Areas of Interest

- Co-Generation Facility Feasibility Study
- Comprehensive Energy Plan

Ann Poe

Community Liaison
Rebuild Iowa Office

Areas of Interest

- Comprehensive Energy Plan
- Transportation Projects Workshop

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Areal view looking west of Mays Island
Courtesy of City of Cedar Rapids

